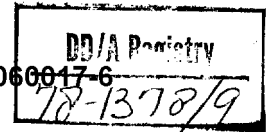


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25 MAY 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Promotion Plans for FY 1978 (Revised) and
FY 1979 (Preliminary)

REFERENCE : Memo for Heads of Career Services fr DDCI
dtd 7 Apr 78, subj: Uniform Promotion System

1. Action Requested: None; for information only.

2. At your request in the referenced memorandum, the Heads of the Career Services have worked to establish promotion plans that meet "minimum targets for annual promotion of qualified people by grade." The Office of Personnel has supplied assistance in the preparation of these promotion plans which are now transmitted for your information. The final FY 1979 plans will be integrated in the FY 1979 Annual Personnel Plan for your further approval. I recommend that the FY 1979 plan be disseminated to employees at that time.

3. As you know, the Operations Directorate, which has an existing centralized personnel management system with Directorate-wide panels, has already published and disseminated to its employees a promotion plan for FY 1978 and FY 1979.

4. For the other Directorates, a number of separate steps were required by your memorandum in order to effect an Agency-wide "uniform promotion system" by 1 October 1978. These steps, including Directorate-level review and rationalization of subgroup promotion plans, are now being ironed out so that an effective control mechanism will exist in each Directorate for FY 1979.

5. The Career Services (other than "D") have revised their FY 1978 promotion targets to conform as much as is now feasible to the promotion rate guidelines prepared by the Office of Personnel. They reflect promotion

May be downgraded when
separated from attachments.

SECRET

actions already taken as well as those to be cut in the remainder of the Fiscal Year. As a result, 130 more promotions are now expected than were originally projected in the FY 1978 Annual Personnel Plan. While a few of the guideline promotion rates for some grades may not be met, I expect greater progress in FY 1979 when the whole uniform promotion system is in place.

6. The plans for FY 1979 are still somewhat provisional at this time because they reflect only the first stages of a necessary dialogue between parent Career Services and constituent subgroups. I expect the plans to firm up for inclusion in the FY 1979 Annual Personnel Plan which I would suggest as the logical vehicle for promulgation. We are revamping the schedule for the preparation of the APP so that the planning portion will be completed before 1 October 1978. It will reflect the results of a better-established promotion control system, better data on actual experience of personnel flows during FY 1978, and a better basis for projecting FY 1979 promotions. The preliminary review at this time has been useful to the Career Services in considering various management actions, such as the question of separations.

7. In the course of working with the Career Services, key characteristics were noted that affect promotion flows and the planning for promotions:

a. The problem of estimating losses. A high-level loss generates promotion opportunities at several lower grades (if replaced internally); therefore, errors in the estimates of high-grade losses have cumulative effects on promotion flows. Historically, projections of higher-level losses have not been accurate because retirements are not signaled far enough in advance to be reflected in planning. Furthermore, projection techniques are inaccurate since the numbers are small and trends are characterized by significant random variation. Promotions from GS-18 to the Executive Pay level are not projected inasmuch as these positions are personally controlled by the Director.

b. Lateral entry; replacement other than through promotion. A Career Service such as the "R" has a need to hire experienced upper-level employees from industry and Government. These hirings significantly reduce the feasible promotion flow. For such a Directorate, promotion flow objectives need to be balanced against knowledge and experience requirements that require staffing from outside the Directorate.

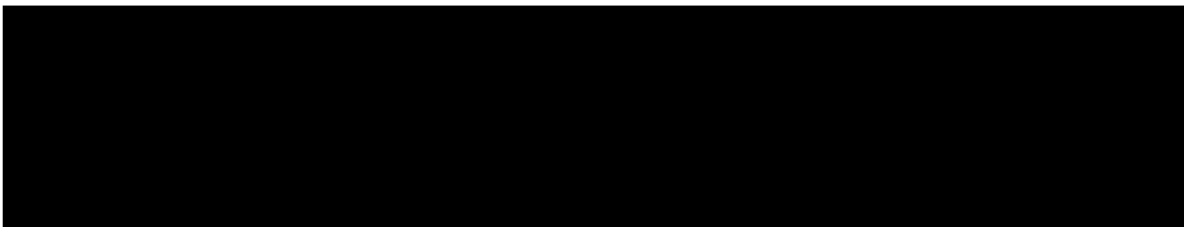
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c. Effect of exceeding promotion plans. Although the promotion rate guidelines for individual grades have been specified as "minimum," analysis of five-year projections demonstrates that the effect of exceeding planned promotion levels is to "borrow" promotion room from later years and potentially harm fulfillment of promotion plans in those years.

d. Effect of occupational structure. Organizations, indeed Directorates, demonstrate significant variations from the norm in their composition of professional, clerical, and technical employees. Clerical and technical employees tend to have rapid promotion rates at lower grades and slower promotion rates at higher grades, in comparison to professional employees. Such differing occupational compositions then lead to differences in promotion rates, if viewed in the aggregate. Administration of the various subgroup promotion plans must be controlled at the Directorate level. Even then continual review is necessary.

STATINTL



f. Impact of retirement system. Most of the CIARDS eligibles are concentrated in the Operations and Administration Directorates, while the other Directorates have a preponderance of CSC eligibles. Directorates with a higher percentage of CIARDS retirees benefit from a more rapid retirement flow at a younger age. On the other hand, NFAC and the Science and Technology Directorate tend to have lower attrition rates at senior grades and, accordingly, slower promotion flows. Should management consider stimulating attrition, proper weight must be assigned to the importance of knowledge and experience to protect the effectiveness of these Directorates.

8. We should allow for variation in promotion flow among the Directorates and their components because of such factors as occupational structure, age structure, prevailing retirement system, and need for lateral entry at higher grades. Accordingly, we have sought to develop

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a promotion system that assures certain minimal promotion flows consistent with a reasonable career progression that also recognizes necessary differences because of the organizational diversity inherent to the Central Intelligence Agency and its broad spectrum of functions.

9. To provide some incentive to set more ambitious promotion plans, we suggested to the Career Services the following minimum promotion rate targets as the basis for planning:

From GS-14	7 percent
13	12 percent
12	15 percent
11	20 percent
10	30 percent (M - 25 percent)
9	30 percent (M - 20 percent)
8	30 percent (M - 25 percent)

Variant targets were assigned to the "M" Group Career Service because of its higher composition of technical and clerical employees in the grades indicated. Generally, the Career Services have met the targets with the exception of GS-13, for which a 10 percent target now appears to be more realistic. This change would not significantly slow promotion flow. It is inevitable that as we gain experience in the application of target rates for promotions we will see need for further fine tuning. Though the general rates were derived on the basis of testing against promotion flow data for all Directorates in multi-year projections, the dynamics of each Directorate vary, so it would be uncanny if we hit the right combination of target rates the first time around.

10. The revised Career Service plan for FY 1978 and the provisional plans for FY 1979 are attached. In their preparation, each Career Service worked with longer-term projections of promotion flow to aid the identification of sustainable promotion rates and possible requirements for the carry-over of headroom.


F. W. M. Janney

STATINTL

Atts

Dist:

0 & 1 - Add
1 - ER
1 - DDA
2 - DD/Pers/P&C
2 - D/Pers

OP/FWMJanney/:jmk (25 May 78)

STATINTL

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Next 4 Page(s) In Document Exempt

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DRAFT

73 120
DD/A Registry
78-1312/2

DRAFT

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment
Center
Deputy Director for Operations
Deputy Director for Science and
Technology
Chairman, Executive Career Service
Board

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Implementation of DDCI Memorandum
on Uniform Promotion System

REFERENCE : DDCI memo dtd 7 Apr 78, subj:
Uniform Promotion System

1. In response to referent memorandum, it will be necessary for you to take the following actions:

a. Establish promotion plan targets. This has already been done by the Directorate of Operations. OP has circulated promotion projections to the other Directorates for your use in establishing the targets. If you anticipate problems because we are already so far into FY 1978, please inform me. You may need to establish an internal mechanism to monitor and allocate promotions among your subgroups.

b. Apply the "three per cent rule" on the basis of: (1) ranking and (2) evaluative determination

recommendations for promotion. Where boards and panels have not previously had responsibility for making promotion recommendations, they now have that responsibility. You may wish to reconsider the composition of the boards and panels accordingly, especially if comprised of relatively junior employees.

f. Prepare a revised schedule for fitness reports, comparative evaluation, and promotion lists. As this schedule is to be standard for the Agency, the action belongs to the Office of Personnel in consultation with you.

g. Revise the personnel handbook of your Career Service as needed. As some other personnel policies are also being reviewed and revised, you may wish to assemble the changes and then put out a comprehensive revision. This does not obviate a need to provide employees early notification of changes in procedures and of promotion targets. The Office of Personnel will prepare the necessary changes in the Regulations.

2. Under separate memorandum of 13 April, the DDCI instructed you to initiate planning and to undertake actions leading to the establishment by 15 May 1978 of a Senior Secretarial Panel at the Career Service level. Our guidance for this is being prepared separately.

F. W. M. Janney

16 October 1978

MEMORANDUM FOR: Deputy Director of Data Processing
Deputy Director for Applications
Deputy Director for Processing
ODP Division/Staff Chiefs

FROM : Clifford D. May, Jr.
Director of Data Processing

SUBJECT : Absence of the Director of Data
Processing

STATINTL

[REDACTED] is designated Acting
Director of Data Processing during my absence
on 17-20 October 1978.

[REDACTED]
Clifford D. May, Jr.

STATINTL

cc: DDA

DDA 78-1378/1

12 April 1978

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Data Processing
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

FROM: Michael J. Malanick
Associate Deputy Director for
Administration

SUBJECT: Uniform Promotion System

The DDA and the Director of Personnel will be discussing the contents of the attached memorandum shortly with each of the Offices.


Michael J. Malanick

STATINTL

Att:

Memo dtd 7 Apr 78 to DDA,
D/NFAC, DDO, DDS&T & Chmn,
E Career Service, fr DDCI,
same subj (DDA 78-1378)

ADDA:MJMalanick:kmg (12 Apr 78)

Distribution:

Orig - D/CO
Xcy - Each additional addressee
~~1~~ - CMO/DDA
1 - DDA Subj
1 - DDA Chrono
1 - MJM Chrono

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ROUTING AND RECORD SHEET

DD

DRAFT

78-1378/2

SUBJECT: (Optional)

FROM: Director of Personnel
5 E 58 HQ

EXTENSION

NO.

PERS 78-1301

DATE

20 APR 1978

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Officer, DD/A

4/21

JS

2. Associate DD/A

21 APR 1978

B

3. Deputy Director for Administration

21 APR 1978

33

4.

5.

6.

7.

8. Director of Personnel
5 E 58 HQ

9.

10.

11.

12. DDA Distribution:
Orig RS - D/Pers w/Orig of Att
X - DDA Subj

13.

14.

15.

**DD/A Registry
File** *Personnel-12*

Jack:

We would like to send this as guidance in implementing the DDCI's promotion directive. How does it grab you?

STATINTL

F. W. M. Jarney

Sounds OK to me -

Muh
21 APR 1978

To 8

It goes

me fine. Let's

go

STATINTL

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FORM
3-62

610

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☐ INTERNAL
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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Promotion Plans for FY 1978 (Revised) and FY 1979 (Preliminary)

DD/A Registry
78-1378/9

FROM:

Director of Personnel
5 E 58 HQ

EXTENSION

DD/A Registry

File Pers-12
25 MAY 1978

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Officer, DD/A

2. Associate DD/A

3. Deputy Director for
Administration

26 MAY 1978

5. Deputy Director of
Central Intelligence

3 to 5:

Frank:

I have found it somewhat difficult to articulate why it has taken a considerable period of time to develop the annual projected promotion rates for the Directorates other than DDO. I suspect, in retrospect, it is the old story of being too close to the forest to see the trees.

Having said that, the attached memorandum, in my opinion, is a thorough and well constructed analysis of the problem involved in establishing uniform promotion rates in this Agency. If a bureaucratic type paper can be beautiful, I extend the accolade to this one.

/s/ Jack

John F. Blake

Att:

DDA 78-1378/9

26 MAY 1978

ILLEGIBLE

Distribution:

Orig RS - DDCI

1 - ER

1 - DDA Subj

1 - DDA Chrono

1 - JFB Chrono

DDA:JFBlake:kmg (26 May 78)

Att: Memo dtd 25 May 78 to DDCI fr
D/Pers, same subj

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